

Organizational Guide

(Formerly *The Blue Book*)

FRIENDS GENERAL CONFERENCE

February 2020 Edition

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1. Introduction

The Organizational Guide serves as the policies and procedures manual for Central Committee, the governing body of Friends General Conference. It describes the organization's Vision, Minute of Purpose, Major Goals, and Priorities. It outlines the structure of FGC, including its constituents, officers, and committees. It serves as a guide for committees and staff, but it also helps all Central Committee members, officers, and staff to understand how the various parts of the organization support and further the goals of Friends General Conference.

The Organizational Guide is kept up to date to reflect changes in structure and policy. The Organizational Guide Committee works with individual committees and working groups to develop descriptions that are accurate, inclusive, and useful both to the particular committee and to other committees (such as Nominating), officers, and staff. All language in the Organizational Guide must also be consistent with the language of the by-laws. Central or Executive Committee approves all changes except for the operational details (when the committee meets, member responsibilities, program details) of the various committees.

Changes in the Advices are made as necessary and usually result from a staff-clerk retreat or other cooperative effort.

The Appendix contains a variety of documents: the by-laws of Friends General Conference, guidelines for limited term endowments, guidelines for record retention and archiving, earlier Statements of Purpose, and ethical standards and conflict of interest policies.

2. Vision Statement, Minute of Purpose, and Major Goals

FGC Central Committee has given final approval to the following vision statement, minute of purpose, and major goals.

2.1. Vision Statement (approved 2012)

We envision a vital and growing Religious Society of Friends – a faith that deepens spiritually, welcomes newcomers, builds supportive and inclusive community, and provides loving service and witness in the world.

Through Friends General Conference, we see Quakers led by the Spirit joining together in ministry to offer services that help Friends, meetings, and seekers explore, deepen, connect, serve and witness within the context of our living faith.

2.2. Minute of Purpose (approved 1995, reaffirmed 2003)

Friends General Conference, with Divine guidance, nurtures the spiritual vitality of the Religious Society of Friends (Quakers) by providing programs and services for Friends, meetings, and seekers.

2.3. FGC has Three Priorities, Rooted in the Organizational Minute of Purpose

- Deepen Quaker worship
- Support a loving community
- Support outreach

2.4. Major Goals (approved 2003)

- Nurture meetings and worship groups.
- Provide resources and opportunities for meetings, Friends, and seekers to experience the Light – the living presence of God.
- Help meetings guide Friends to discern the leadings of the Inward Teacher and to grow into ministry.
- Transform our awareness so that our corporate and individual attitudes and actions fully value and encompass the blessed diversity of our human family.
- Work to grow and sustain a vital, diverse, and loving community of Friends based on a shared search for unity in the Spirit.
- Articulate, communicate, and exemplify Friends' practices, core experiences, and the call to live and witness to our faith.
- Promote dialogue with others, sharing with them our corporate experience of Divine Truth and listening to and learning from their experience of the same.

3. Overview of Friends General Conference

Friends General Conference (FGC) is an association of Friends' yearly meetings and associations, and a few directly affiliated monthly meetings, which nurtures religious life and witness within its constituent groups in North America.

FGC draws together the resources of its member meetings to provide conference services, publications, book distribution, intervisitation, and other outreach to its constituent meetings, to seekers, and to the Religious Society of Friends at large. Its policy-making body is the Central Committee, which meets annually, guided by the Presiding Clerk and assisted by the officers of FGC and the clerks of the standing committees. The Executive Committee meets periodically between Central Committee sessions to season proposals and recommendations from committees to prepare for Central Committee. Executive Committee is also the body that approves recommendations from the Personnel Committee. The General Secretary is responsible for seeing that the decisions of the Central Committee and the Executive Committee are implemented by the office staff and the committees.

The work of FGC is carried out by its committees and staff. Some committees primarily maintain, guide, and administer the organization:

- Finance
- Development
- Communications Policy and Infrastructure
- Nominating
- Personnel
- Property
- Organizational Guide
- Several smaller committees

Other committees of FGC initiate, guide, and carry out the programs serving Friends and their Meetings and represent FGC in other contexts:

- Committee for Nurturing Ministries, which develops and offers spiritual opportunities, resources, programs, and services that encourage, support, and nurture the growth, transformation, and deepening of Friends of all ages, meetings, and seekers.
- Christian and Interfaith Relations, which provides a means for FGC Friends to engage in ecumenical and interfaith dialogue.
- Long Range Conference Planning, which makes policy and has primary responsibility for the annual Gatherings and supports small conferences co-sponsored with other FGC committees.
- Publications and Distribution, which guides the publishing and distribution of Quaker-oriented materials and other resources for spiritual nurture.

In addition, Central Committee can initiate working groups as needed to carry out specific work, short-term or long-term. Such groups include search committees for a new General Secretary, committees to explore new

directions for ministry, committees to support conferences or consultations, and committees to guide longer-term projects.

4. A Brief History of Friends General Conference

Friends General Conference (FGC) is a Quaker organization which nurtures religious life and witness within the Religious Society of Friends, with particular attention to serving Friends of the unprogrammed Quaker tradition. It developed from efforts of the Hicksite Friends to share their Quaker experiences and thoughts through a series of conferences.

The First Day School Conference formed in 1867. In 1881 the Friends Union for Philanthropic Labor, composed of Friends formerly active in the Underground Railroad, started to meet to work for further peace and social reform. Friends Religious Conference, composed of Friends with interest in world religions, started to meet together in 1893. Then, in 1894, Friends Education Conference started. Because these four conferences often met at the same time, they joined together in 1900 under the name Friends General Conference.

Seven yearly meetings initially affiliated with FGC: Baltimore, Genesee, Illinois, Indiana, New York, Ohio, and Philadelphia. Each was involved in various ways in the 19th century conferences. Ohio Yearly Meeting was discontinued in 1920, Genesee merged with Canadian Yearly Meeting in 1955, and Indiana changed its name to Ohio Valley in 1976.

Yearly Meetings that have affiliated with FGC since 1900 are New England (1959), South Central (1962), Lake Erie (1967), Southeastern (1972), Southern Appalachian (1979), Northern (1979), Central Alaska Friends Conference (1979), Intermountain (2010), Piedmont (2015), and Pacific (2019). One regional Association, Piedmont Friends Fellowship, also joined (1975).

A few monthly meetings have also directly affiliated with FGC, either before their yearly meeting was ready to affiliate with FGC or because there was no congenial yearly meeting in their area. These are Oread Meeting in Lawrence, Kansas (1974); Manhattan, Kansas (1976); Topeka, Kansas (1987); Sacramento, California (1989); Heartland Meeting in Wichita, Kansas (1990); Five Rivers Meeting (formerly Horry County), South Carolina (1992); Olympia, Washington (1999); Davis, California (2002); Central City, Nebraska (2006); Fairhope (Alabama) Friends Meeting (2010); Wyoming Friends Meeting (2008); and Starkville (Mississippi) Friends Meeting (2012).

As FGC grew, the summer conference evolved. The original conference was held every other year in the Northeast and settled into Cape May, New Jersey in 1916. With the addition of geographically diverse yearly meetings, regional residential conferences began to be held on midwestern college campuses in the off-years. These conferences appealed to a diverse group of Friends of all ages. When Cape May was no longer available as a site, the tradition of an annual residential summer conference for all began. FGC started to call these conferences the Annual Gathering of Friends to distinguish them from the name of the organization.

FGC has become much more than the Annual Gathering. It is an organization that serves over 30,000 Friends in more than 650 monthly meetings throughout the North America by providing programs and services for Friends, Meetings, and seekers.

5. Organizational Chart

[this chart is still being revised and will be inserted]

6. Central Committee

The Central Committee is solely responsible for:

- Making final policy decisions affecting the Friends General Conference organization and program
- Approving the annual budget
- Making changes in the corporate by-laws

Upon recommendation of the Nominating Committee, Central Committee approves the following appointments from among its membership: officers of FGC, the Executive Committee, clerks and assistant clerks of all standing committees, members of specific committees (see committee descriptions), directors of the Friends Meeting House Fund, and representatives to other bodies as named later in this document. The Executive Committee may act for Central Committee in this capacity. Upon recommendation of the Naming Committee, Central Committee approves members of the Nominating Committee. The Executive Committee may act for Central Committee in approving any of these nominations.

Membership on the Central Committee includes persons from affiliated yearly meetings, monthly meetings, and associations. To better represent membership, a wide age distribution is encouraged, including at least one Young Friend (high school age) from each yearly meeting. Affiliated meetings with three or more appointees name one-third of their appointees each year. Unless otherwise noted, terms are for three years, with a maximum of six consecutive years. Exception to these terms is made after discernment of the need of the organization and the gifts of the individuals.

6.1. Membership Categories

- Appointed: Affiliated yearly meetings and associations are asked to name two appointees for every 500 members. Those with fewer than 1,000 members are asked to name up to three appointees. Monthly meetings directly affiliated with FGC are asked to name one appointee. Monthly meetings in close geographic proximity may, if they choose, name one appointee jointly to represent each monthly meeting.
- Ex officio: Presiding Clerks of affiliated yearly meetings and associations
- Co-opted: Members of affiliated yearly meetings who are appointed by Central
- Committee to serve independently from the yearly meeting appointees on a specific project, usually lasting one to three years. Persons co-opted for CC service may not be co-opted for more than 6 consecutive years in any position.

Others who may attend Central Committee sessions but are not governing body members:

- Observer – Staff from affiliated meetings and/or visitors from other Quaker organizations invited to attend by either the General Secretary or the Presiding Clerk.
- Invited Member – Persons invited by individual committees to participate in the work of the committee or its subcommittees or working groups
- Corresponding members – Friends who wish to keep in touch with the work of a particular committee and receive its minutes, but are not engaged with its work.

Note: It is recommended that first-year members of CC not be named as their yearly meeting representative to Executive Committee or as Yearly Meeting Visitors.

6.2. Expectations

Central Committee members are expected to:

- Attend the annual meetings of Central Committee each year of their term. Members' terms begin with the first Central Committee meeting after their appointment and end at the close of the Central Committee meeting for the last year of their term; so a Friend who serves a 3-year term attends four annual meetings of Central Committee.
- Serve on at least one committee or working group.
- Promote and participate in the Annual Gathering, and other programs of FGC to the extent possible.
- Keep their own FGC-affiliated meetings informed about FGC activities.
- Keep FGC informed of needs and concerns of their respective meetings.
- Make financial contributions as well as giving of their time and energies to support the work of FGC to the extent possible. Limited financial resources should not be a barrier to Central Committee service.

Members who are no longer able to participate actively in Central Committee are urged to ask the appointing yearly meeting to replace them.

7. Executive Committee

7.1. Responsibilities

The Executive Committee has three principal roles.

- It acts on behalf of the Central Committee between sessions and reports back actions taken.
- It seasons major issues in preparation for Central Committee.
- On recommendation of the Personnel Committee, it appoints the General Secretary
- and approves the annual salary schedule, changes in the Personnel Procedures Manual, amendments to the Friends Pension Plan, and other personnel policies.

7.2. Membership

The Executive Committee is composed of:

- Officers of FGC
- Clerks and/or assistant clerks of standing committees or their designees
- One representative from each yearly meeting to be recommended by a caucus of yearly meeting members present at Central Committee and then appointed by Central Committee. Appointments are for a 1-year term, with a limit of 6 consecutive years. Yearly meetings are encouraged to name a second representative who can serve as back-up if the appointed representative is unable to attend an Executive Committee session.
- Five at-large members recommended by Nominating Committee, with special consideration given to unrepresented affiliated meetings and larger meetings. They are also appointed by Central Committee for 1-year terms with a limit of 6 consecutive years.
- Clerk or co-clerks of the current Gathering Planning Committee
- The immediate past Presiding Clerk of FGC in the year following the completion of their term as clerk

The Executive Committee meets at least twice a year on dates fixed well in advance. The sessions are usually hosted by monthly meetings around North America. The Presiding Clerk may call additional sessions as need arises.

8. Clerks’ Caucus

While meeting together with members of the then “Discernment in Long Term Planning Committee” to work on the first Long Term Plan, committee clerks and assistant clerks discovered these meetings were useful in understanding what other committees were doing, what challenges and opportunities others were facing, and what areas of common interest existed. An interest in regular gatherings of committee clerks grew from these early meetings.

The Clerks’ Caucus traditionally meets at the start and at the end of each Executive Committee meeting weekend, and during the Central Committee meeting weekend. It may meet at other times as necessary. Clerks come together to share with and support each other, discuss issues of common concern as committee clerks, and provide mutual support in their roles as clerks. Additionally, upon request the Clerks’ Caucus may season work to be presented to Executive Committee or Central Committee.

The Clerks’ Caucus reports to Executive Committee after each of its meetings and may bring concerns or recommendations to Executive Committee for its consideration.

8.1. Membership

Clerks and Assistant Clerks of all committees participate in the Clerks’ Caucus as they are able.

8.2. Convenors

Responsibility for convening and facilitating the opening Clerks’ Caucus meeting at Executive Committee rotates among the participating committee clerks. During the annual Central Committee meeting, the FGC Presiding Clerk has usually convened the Caucus on First-day morning.

9. Officers

Except for the Assistant Presiding Clerk, officers are appointed for 3-year terms and may serve no more than 6 consecutive years.

9.1. Presiding Clerk

- Presides at meetings of the Central and Executive Committees.
- Plans agendas in consultation with the General Secretary and arranges for timely distribution of materials needed for the next Central Committee or Executive Committee meeting.
- Supervises and communicates frequently & regularly with the General Secretary concerning matters related to FGC.
- Is a full member of Committee for Discernment, Finance, Advisory, and Personnel.
- May attend meetings of any other committee in an ex-officio capacity.
- Provides guidance, advice, and support for committee clerks, assists those clerks who are having difficulties, and, if absolutely necessary, takes steps to relieve a clerk of his/her duties.
- Works with the Nominating Committee to orient new committee clerks as appropriate.
- Each year, appoints needed members of an ad hoc Naming Committee. Naming Committee discerns and brings forward to Central Committee for approval the names of Friends to serve on Nominating Committee.
- Appoints replacements for Nominating Committee vacancies that occur between CC sessions, in consultation with the clerks of Nominating and Advisory committees.
- Acts for FGC in official capacities.
- Should be approved a year in advance, if possible, and serve the year preceding clerkship as assistant presiding clerk. While the presiding clerk-designate may hold another position of leadership in addition to that of assistant presiding clerk, the presiding clerk-designate should be divested of that position no later than 6 months before taking office as presiding clerk.

9.2. Past Presiding Clerk

- The immediate past Presiding Clerk is co-opted to the Central and Executive Committees for 1 year after the end of their term.

9.3. Assistant Presiding Clerk

- Acts for the Presiding Clerk in his/her absence.
- Acts as consultant to the Presiding Clerk on matters of concern to the organization.
- Assumes responsibilities as suggested by the Presiding Clerk or the Central Committee.
- Serves as clerk of Advisory Committee.
- Attends Clerks' Caucus as able.
- As needed, serves as clerk of some ad hoc committees.
- The term of an Assistant Presiding Clerk may be adjusted to allow a Rising Presiding Clerk to serve as Assistant Presiding Clerk during a Presiding Clerk's last year in office.

9.4. Rising Presiding Clerk

- Is named and serves as Assistant Presiding Clerk during the last year Presiding Clerk' term of service.
- Attends Clerks' Caucus as able.

9.5. Recording Clerk

- Prepares minutes of all Central and Executive Committee meetings.
- Reads minutes aloud for consideration and approval at appropriate intervals during business sessions. Thus, at the end of the sessions, all minutes will have been approved.
- Works with FGC staff on archiving minutes, related reports, and other records noted in Appendix D.
- Is an ex-officio member of the Advisory Committee.
- Attends Clerks' Caucus as able.

9.6. Assistant Recording Clerk

- Assists the Recording Clerk in her/his responsibilities as directed.
- Acts for the Recording Clerk in his/her absence.
- Is an ex-officio member of the Advisory Committee.
- Attends Clerks' Caucus as able.

9.7. Treasurer

- Is responsible for overseeing the general bookkeeping processes.
- Provides advice on financial matters to all committees.
- Monitors FGC's income, expenses, fund balances, cash flows, restricted funds, designated funds, reserves, and financial performance compared to the approved budget.
- Prepares quarterly and end-of-year reports for Finance, Executive, and Central Committees.
- Helps Finance Committee and the Investment Management Oversight Sub-Committee (IMOSC) monitor the performance of FGC's investments.
- Is an ex-officio member of both the Finance and Personnel Committees.

9.8. Assistant Treasurer

- Assists the Treasurer in her/his responsibilities as directed by the Treasurer.
- Acts for the Treasurer in his/her absence.
- Is an ex-officio member of the Finance Committee.

10. Staff

FGC staff are hired to do much of the actual coordination and implementation of FGC programs and services. Staff serve committees, participating in committee processes of discussion and discernment, but deferring to committee members at the actual point of assessing the final sense of the meeting.

10.1. The General Secretary

provides spiritually grounded leadership for Friends General Conference, keeping to the vision statement, mission, and objectives as determined by the Central Committee. The General Secretary is the chief executive and the leader of the Administrative Team. They are responsible for providing effective management, which involves close consultation and cooperation with other members of the Administrative Team and frequent consultation with the FGC officers, committee clerks, and staff. The General Secretary advises and reports to Central and Executive Committees. The Presiding Clerk and the clerk of Personnel Committee are responsible for evaluating the General Secretary's work. Duties include, but are not limited to:

- Hiring and, if necessary, firing of all other staff.
- Supervising the Associate Secretaries, the Fiscal and Property Manager, and the Administrative Associate, who does much of the general FGC administrative work.
- Carrying ultimate responsibility for the performance of all staff and seeing that each staff member has adequate supervision.
- Carrying ultimate staff responsibility for the financial affairs of FGC.
- Advising, and serving as an ex-officio member of the various “administrative” committees, participating regularly in the meetings and discernment processes of Personnel, Finance, and Advisory committees.
- Serving as a full member of the Advisory Committee, and Communications Policy and Infrastructure Committee (CPI).
- Serving on the Friends Meeting House Fund Board of Directors.
- Representing FGC to the wider world of Friends and to the general public, as appropriate.

The FGC staff Administrative Team also has two Associate Secretaries. They assist the General Secretary with general administrative responsibilities. The Administrative Team meets regularly and consults frequently about matters of importance to the staff and the organization.

The main roles of the Team are:

- Consultation: Working together to consider issues of broad concern to the staff and organization as a whole.
- Communication: Considering and helping to implement best practices in communicating with all staff and committees, as appropriate.
- Supervision: Supporting one another in providing good supervision to program coordinators.
- Discernment: Helping the General Secretary discern appropriate Spirit-led responses to sensitive situations.

The objectives of the Team in working together are to:

- Maintain a spiritual foundation in their work together and with all staff.
- Build and maintain openness and trust in the staff and committee community.
- Plan and facilitate clear communications on matters that affect staff.
- Support collaboration and cooperation between and among staff and committees.

Each Associate Secretary carries primary responsibility for one or more programs or services of FGC. Their duties also include, but are not limited to, supervision of program coordinators and other staff

10.2. The Fiscal and Property Manager

Reports to the General Secretary. Duties include, but are not limited to:

- Monitoring and supporting all financial operations of FGC.
- Supervising the Bookkeeper, Computer Systems Manager, Data Coordinator, and other staff as directed by the General Secretary.
- Administering the Friends Meeting House Fund.
- Advising and participating in meetings of the Finance Committee and Friends Meeting House Fund.
- Administering routine personnel operations, including payroll, benefits, and time off records.

10.3. Program Coordinators and Associates

Serve one or more FGC standing committees and carry major responsibility for carrying out the programs of that committee or committees. Duties include, but are not limited to:

- Coordinating implementation of the programs and services of their committee(s).
- Supervising support staff and/or volunteers, as appropriate.
- Advising and participating in the meetings of their committee(s).
- Monitoring the financial affairs of their committee(s) and program(s).
- Ensuring that committee members and the committee clerk receive appropriate logistical support.

10.4. Support Staff

Provide support to other staff and committees and report to Program Coordinators, Associate Secretaries, or the General Secretary. Duties include, but are not limited to:

- Carrying out office, administrative, data management, and other support work.
- Providing direct services to Quakers and/or the general public, as appropriate.
- Providing support to FGC committees and clerks, as appropriate.

11. Advices to Committees: Their Members, Clerks, and Staff

11.1. Committee Work Within FGC

The membership of each FGC committee may include members from Central Committee, persons named through FGC's nominating process, one or more staff people. Other persons may be invited for service on the committee. The central work of each committee is to find unity in God with respect to how it should move forward in carrying out its designated tasks and fulfilling its responsibilities within the FGC structure. This work requires corporate discernment growing out of prayerful consideration of the matter at hand and careful reflection on the many facets of the matter brought to light during the committee's deliberations. Such unity is often achieved more quickly when committee members are more open to the (sometimes surprising) movements of the Spirit among them.

While all members of the committee participate fully in the discernment process, each member has his/her own roles and responsibilities. It may be presumed that all Friends serving on FGC committees have some acquaintance with the role of a clerk in meetings for business. That FGC is blessed with staff presence on its committees introduces factors which both enrich and complicate our familiar Quaker committee process.

The following Advices are intended to provide some guidelines and suggest a structure within which we have found committees of FGC can meet and discern how to do their work in good order.

11.2. Advices for Committees

Based on our experiences of committee work within FGC, Central Committee commends the following advices to members of each committee of FGC.

Spirit of the Work

- Consider carefully the committee's work; be prepared to listen with discernment to help the committee reach unity when carrying out its responsibilities.
- In your meetings welcome and orient new members to help develop and nurture a sense of community within the committee.
- Consider how to carry the responsibility of the work both during meetings and between meetings.
- Provide opportunities for all members of the committee to share and participate in the work, such as the use of subcommittees or other mechanisms.
- Consider how the committee and staff can best support each other in carrying forward the committee's work.
- Use corporate discernment to find unity in decision-making. Pay attention to recording those decisions carefully.

Focusing the Work

- Participate in discerning the committee's purpose and goals and connecting them to the current long-term plan. Clarify the work, using both long- and short-term objectives.
- Discern and clarify policies for the committee's programs as needed.

- Formally approve all committee projects and programs with a minute that is sufficiently detailed to guide those undertaking this work from the outset.
- Develop and use processes for evaluating and monitoring programs with attention to strengths and areas for improvement.
- Help the staff to develop the committee's budget.

Relationship Between Committees

- Understand the overall FGC budget and work with other committees to discern priorities for the final budgets.
- Review job descriptions related to shared committee staff positions.
- Plan with other committees to minimize conflicting demands on shared staff.
- Nurture formal and informal relationships among committees.

Care of the Committee's Work

- Be mindful of how the committee is functioning as a Spirit-led community.
- Review the committee's success in meeting its specific goals and working with other committees in relation to FGC's long-term plan.

11.3. Advices for Committee Clerks

Out of our experience of conducting committee work, FGC's Central Committee provides the following advices to the clerks of all FGC committees.

Clerking and Committee Work

- Prepare the agenda in close consultation with the committee staff.
- Nurture a sense of community within the committee with particular attention to integrating new members.
- Come to meetings prepared to listen prayerfully for unity. Encourage the committee to practice careful discernment in its work.
- Be an example in creating an atmosphere of deep listening, particularly when conflicts arise.
- Help the committee reach clear and well-seasoned unity in its decisions and clearly minute those decisions.
- Understand the responsibility of clerking and be willing to step aside from clerking when you need to express your own point of view on an issue or when your point of view hinders your ability to clerk the meeting.
- Assist the recording clerk and staff to see that the minutes are completed and circulated to the committee promptly.
- Work with staff and committee to follow through on committee decisions and other committee work.
- Nurture new leadership for the committee.
- Recognize that the relationship between the clerk and staff person is important and complex. Conflicts with a staff person should be addressed in a timely manner. If necessary, request assistance from the

Presiding Clerk, who consults with the General Secretary. Remember that conflict is challenging and is best resolved through early, direct, and respectful communication.

Communication

- Communicate clearly and regularly with committee members and staff to facilitate carrying out the work of the committee between meetings.
- Maintain mutually agreeable communication with the Presiding Clerk.
- Communicate with the General Secretary at least once a year to review the committee's program and work, and at other times as committee work dictates.
- Help orient new staff and committee members to the committee's history, practices, and expectations.

Committee Representation and Reports

- Bring the committee's concerns and program work to Central Committee, Executive Committee, budget meetings of Finance Committee, and other FGC meetings and consultations as needed.
- Ask another member of your committee, when appropriate, to represent the committee if you are unable to attend.
- Prepare committee reports as needed/requested for Executive Committee or for other FGC program purposes.
- Prepare the annual committee report for Central Committee.
- Cooperate with other committees to help reach the goals of FGC.
- Participate in annual performance reviews by providing reflections on staff performance as requested.
- Assist with program level staff searches, including review of resumé, interview of final candidates, and prayerful consideration with the General Secretary about staff choices.

11.4. The Proper Role of FGC Staff

Staff on FGC committees occupy a unique position and cannot be viewed as just another committee member. The Quaker discernment process requires that those involved share honestly and openly whatever light they are given. If staff feel constrained from acting as full members of the committee they serve, they may be unable to contribute to the discernment process and may not feel free to offer their own proposals, to the detriment of the committee. We recognize the risk that the staff person may find himself or herself moving ahead of the committee, managing the committee, and thus assuming a leadership role. Staff often has more time to focus on the issues than committee members. The position of staff may be similar to that of a Friend under the weight of a concern.

FGC staff have specific gifts, skills, and experience, which they offer to their committee(s). Their experience and attention to the daily implementation of the committee's work places them in a unique position. As the committee seeks to move toward unity in its decision-making, staff bring clarifying information, expertise, and an understanding of current—and(in more seasoned staff) past or former—practice. Staff may have an understanding of other FGC program work that may influence a particular area under study by the committee. During the committee's meeting for business, contributions of the staff are an important part of the committee's search for unity.

Like the presiding clerk, staff have a unique responsibility to participate in the discernment and yet practice loving restraint from influencing the committee to move in a particular direction. This specialized role needs to be respected and embraced by all committee members, trusting that the Spirit can and will guide the committee in its search for unity and truth in all our work.

Out of our collective experience and careful consideration, FGC has approved the following principles to help clarify the role of staff in relation to the committees they serve:

- The staff role on committees is to help inform the committee's discussion and to participate fully in the discernment process.
- When the clerk seeks the committee's approval of a clearly articulated sense of the meeting on a particular matter, the staff person, like the clerk, is silent.
- The clerk and staff person will consult regularly, particularly when new initiatives are being brought before the committee.
- The clerk will prepare the agenda in close consultation with the committee staff.
- The staff person will assist the clerk to identify information, materials, etc., committee members might be expected to need in considering agenda items.
- The staff person and the clerk will determine who should prepare and present these materials (clerk, staff, committee member, or invited guest).

12. Committees

Much of the work of FGC is guided and often carried out by its committees. Each member of Central Committee is expected to serve on at least one committee or working group. FGC committees play a variety of roles in the organization. They are focused on three primary areas:

- Guiding, maintaining, and administering Friends General Conference, its committees, and staff.
- Planning and preparing for the programs and services of FGC to the meetings and members of our affiliated yearly and monthly meetings, other Friends, and seeker.
- Ecumenical/Interfaith work.

Ad hoc committees are initiated and laid down by Central Committee to address a particular concern; the charge to an ad hoc committee should clearly indicate to whom they are to report their findings and recommendations. Members of ad hoc committees are appointed by the Presiding Clerk in consultation with appropriate clerks of standing committees. Working groups are appointed by, and under the care of, a particular standing committee or subcommittee of FGC and report back to that body.

12.1. All Committees Are Asked to Do the Following:

- Appoint a recording clerk to maintain a written record of all proceedings and decisions reached during meetings, whether held in person, by conference call, or through email exchanges. The clerk or recording clerk ensures that the committee's staff member receives completed minutes, related reports, and other records noted in Appendix D for archiving and circulating as appropriate.
- Report regularly to Central Committee through an annual written report prepared in advance of the fall Central Committee meeting. Committees may also report orally during Central Committee meetings and Executive Committee meetings as appropriate.
- Use good Quaker business practices for their meetings, keeping in mind the Advices to Committees, their Members, Clerks, and Staff in the preceding section.

12.2. General Information

- Committees have some money in their budgets for travel expenses. These funds are administered by the staff person for the committee following the FGC process for financial assistance.
- When a committee is having trouble carrying out its functions and duties, concerned members of the committee or of Nominating Committee may bring the matter to the attention of the presiding clerk, who may speak with the clerk of the committee and/or take the matter to Executive Committee for discernment.
- Standing committees are constituted and laid down by approval of Central Committee.
- Recommendations for changes to the FGC structure are prepared by relevant committees as appropriate, seasoned by Executive Committee, and brought to Central Committee for final approval.
- The clerk and assistant clerk of each committee are recommended by Nominating Committee and approved by Central Committee, or by Executive Committee when necessary. An individual may serve up to two consecutive 3-year terms as clerk or as assistant clerk of a committee. These roles are distinct

from those of committee members, so service as a committee member is counted separately from service as clerk or as assistant clerk of the committee.

Central Committee Members are welcome to sample committees to find the one that they think will work best. Some committees accept anyone who is interested in participating. Others accept new members after they have been recommended by either the Nominating Committee or the Naming Committee and approved by either Central Committee or the Executive Committee, depending on the situation. Each committee description in the Organizational Guide describes how its members are chosen.

Service as a member of committees is normally limited to two consecutive 3-year terms. Exception to these terms is made after discernment of the need of the organization and the gifts of the individuals. To provide continuity of experience it is helpful if one third of the members are appointed, or reappointed, each year to serve a 3-year term. Those no longer able to participate actively on a committee to which they have been appointed are urged to consider resigning.

12.3. There Are Several Other Ways That Friends Can Be Involved in Committee Work:

- Co-opted membership: Other Friends may be co-opted to Central Committee for service on any of these committees and are considered full members of Central Committee with the associated expectations.
- Invited Members: A committee clerk may receive suggestions of persons to invite to serve with the committee who bring skills, experience, or services the committee needs at that time. The clerk should exercise discernment over which (if any) of these suggested persons best meet the committee's needs and should bring their names to the full committee for approval. Names approved by the committee become invited members of the committee for a 1-year period, renewable as appropriate. The usual limit to service as an invited member is 6 years. These persons are not considered members of Central Committee, but are invited to attend and participate in Central Committee sessions. Committee clerks are encouraged to keep the FGC Nominating Committee informed of those serving as invited members of their committees, noting which persons might be candidates for service as members of Central Committee.
- Corresponding Members: These are Friends who may have served on a committee and wish to be apprised of the ongoing work of the committee but not currently engaged in its work.

12.4. Meeting Sites

- When choosing locations for committee meetings, care should be taken to select sites that are conducive to the proper conduct of our business and as accessible and convenient as possible for member

13. Advisory Committee

The Advisory Committee engages in preliminary consideration and discernment of issues before FGC when there is no other obvious committee to do this seasoning work. Its role is limited to seasoning issues and advising others; it does not make decisions for the organization. It also supports and advises the Presiding Clerk. Given the often sensitive nature of its considerations, minutes of its meetings are not circulated.

13.1. Membership

The Committee consists of the General Secretary, the officers of FGC, and three at large members, nominated by the Nominating Committee and approved by Central Committee. The Assistant Presiding Clerk is clerk of the Advisory Committee.

13.2. General Information

The Advisory Committee meets as needed at the call of its clerk or upon request of one or more members of the committee. The committee may conduct its work by email or phone. The committee may report on its deliberations to committee clerks, the Executive Committee, and/or Central Committee.

14. Organizational Guide Committee (OGC)

14.1. Committee Charge

The Organizational Guide Committee is responsible for the maintenance and currency of the Organizational Guide for Friends General Conference. It coordinates the process for ongoing review and complete update of the Guide content and structure, with the goal of a full review every 5 years. The Guide Committee also guides the process for updating the FGC By-laws when necessary and ensures that the written organizational procedures are in accord with the By-laws.

14.2. Committee Responsibilities

- Encourages committees and staff to review their Organizational Guide descriptions periodically to ensure that they are clear, current, and congruent with the overall goals of FGC.
- Suggests changes that increase clarity, provide a consistent format, and are integrated with the rest of the document, and works with each committee to achieve these goals.
- Works with office staff to keep a fully current edition of the Organizational Guide available.
- Works closely with officers, committee clerks, and senior staff to ensure that needed updates to the Organizational Guide are brought to Central Committee for consideration in a timely manner.

14.3. Membership

The Committee consists of a clerk and at least two other members recommended by Nominating Committee and approved by the Central Committee.

14.4. Member Responsibilities

- Meets face-to-face as needed at the call of its clerk to carry out its work.
- Most of the ongoing work of the Organizational Guide Committee can be done by correspondence and conversations among concerned persons.

14.5. General Information

To maintain transparency, efficiency, and clarity, the Organizational Guide Committee has responsibility for collecting and communicating the policies, procedures, and practices governing the officers, committees, and other persons involved with FGC's work. The Committee does not itself create these policies, procedures, or practices.

15. Christian and Interfaith Relations Committee (CIRC)

Addressing “that of God” in every person, the Christian and Interfaith Relations Committee (CIRC) attempts to promote mutual understanding, and to engender closer ties among those of differing religious persuasions. Whether it is within the family of Friends or within the wider ecumenical and interfaith community, CIRC participates in and creates opportunities for cooperation and understanding, thus giving expression to the leadings of the Spirit and faith we profess.

CIRC coordinates FGC’s relations and communication with other religious bodies within and beyond the Religious Society of Friends. It recommends appointments of representatives to the World Council of Churches and the Friends Committee on Scouting, and an observer to the FUM Triennial for Central Committee action. These appointees become invited members of CIRC and regularly report on their work to CIRC.

CIRC receives reports from such representatives after each visit, reviews the importance and need for such representation, and summarizes these reports at regular intervals to the Central Committee and the Executive Committee. It communicates and consults with the General Secretary and the Nominating Committee on a continuing basis.

15.1. Membership

Members of CIRC are self-selected from the membership of Central Committee, co-opted by Central Committee upon the recommendation of the Nominating Committee, or invited at the Committee’s discretion.

15.2. Responsibilities

FGC’s Formal and Informal External Relations

- CIRC initiates or responds to useful openings for dialogue and cooperation with such other Quaker groups as Friends United Meeting, Evangelical Friends International, Conservative Friends, Friends World Committee for Consultation, and independent groups of Friends. This includes initiating and participating in workshops and conferences; providing an FGC presence at events of importance to other Friends groups; providing an FGC representative, when appropriate, to Friends groups acting in concert for a particular purpose; and being alert to any other possibilities for cooperation.
- CIRC has care of FGC’s exercise of the rights and responsibilities of membership in the World Council of Churches, including appointing delegates, representatives or observers as requested by the WCC; receiving reports from such appointees; encouraging Friends’ participation in the programs and priorities of the Council; and responding to the work of the Council with a Friends’ perspective.
- CIRC seeks opportunities to participate in interfaith partnerships and structures. These relationships do not always follow the pattern of “formal membership” (as, for example, with the Parliament of World Religions, and the Peace Council).
- CIRC appoints a representative to the Historic Peace Churches/Fellowship of Reconciliation Consultative Committee and carries a concern for the work of that Committee.
- CIRC supports Friends’ participation in the Faith & Order Commission of the National Council of Churches in Christ in the USA (of which FGC is not a member). Such participation is sometimes undertaken in cooperation with Friends United Meeting (which is a member).

- CIRC receives those invitations addressed to FGC to participate, either formally or informally, in a variety of ecumenical and interfaith initiatives and discerns how FGC is led to respond to such invitations.
- CIRC is attentive to other opportunities for interfaith or ecumenical dialogue, both bilateral and multilateral, which might be undertaken as way opens.

Identity and Message of FGC Friends

- CIRC undertakes theological work on the identity and message of FGC Friends, particularly on topics which arise in the context of our ecumenical and interfaith relationships. CIRC issues statements in its own name except where empowered by the Central Committee to speak on behalf of FGC.
- CIRC participates as way opens in meetings, conferences, consultations, workshops, or study processes related to the identity and message of Friends.

Cooperative Peace Work

- CIRC is attentive to opportunities for ecumenical and interfaith cooperation in work for peace and justice, and supports the leadings of Friends to participate in particular initiatives which may arise.
- CIRC carries a particular concern for collegial relations with the “peace fellowship” organizations within our ecumenical and interfaith partner institutions.
- CIRC participates in ecumenical peace work through the World Council of Churches, which in the period 2001–2010 took expression through the Decade to Overcome Violence.
- CIRC engages with emerging networks of Friends peace organizations (for example, the Quaker Peaceful Prevention of Violent Conflict Network) with a concern for bringing an interfaith/ecumenical perspective to these networks.

Collegial Support

- CIRC provides a community of support and accountability for those appointed to do the work described above.
- CIRC is concerned to encourage and support Friends involved in local, state, national, and international interfaith and ecumenical work through development of collegial networks.

15.3. General Information

- Meetings are held during the Central Committee weekend and hosted by monthly meetings at midyear on a rotating geographical basis.
- CIRC recommends persons to the Nominating Committee to serve as FGC’s two representatives to the World Council of Churches, two representatives to the Friends Council on Scouting, and two observers to each Friends United Meeting Triennial. These representatives become invited members of CIRC and report regularly to CIRC.

16. Committee for Nurturing Ministries (CNM)

16.1. Goals and Objectives

The Committee for Nurturing Ministries works to develop and offer spiritual opportunities, resources, programs, and services that encourage, support, and nurture the growth, transformation, and deepening of Friends and seekers of all ages and meetings.

Through its specific programs and projects, the Committee aims to:

- Provide information, resources, and opportunities that nurture Quaker work and life in the Spirit among Friends.
- Care for Friends General Conference's Central and Executive Committees.
- Foster dialogue and intervisitation among Friends.
- Provide information, resources, and opportunities for learning, teaching, and advancing Quaker faith and practice.
- Promote Quaker outreach and help meetings become more visible, accessible, and welcoming.
- Assist new and isolated meetings and worship groups to grow and strengthen.
- Assist and support monthly and yearly meetings in affiliating with Friends General Conference.
- Provide information, resources, and opportunities that support individual, corporate, and institutional transformation toward wholeness.
- Provide, in accordance with God's guidance, the prophetic vision, leadership, and spiritual opportunities that advance diversity and inclusivity among Friends.
- Help eradicate racism within Friends General Conference.
- Foster a dynamic intergenerational community within Friends General Conference.

16.2. Operational Details

The Committee for Nurturing Ministries includes both long-term and short-term working groups and ad hoc task groups as needed to accomplish its work.

The CNM meets face to face twice annually, once in the late winter or early spring and again during the autumn Central Committee meeting. Electronic meetings may occur as needed between face-to-face meetings.

The clerk and two additional representatives (usually the assistant clerks) will represent CNM in FGC Executive Committee meetings.

The committee of the whole will be responsible for:

- Discerning and evaluating its leadings and projects.
- Assigning the work to working groups.
- Receiving reports on the work.
- Discerning anticipated income/expenses for projects and committee travel.
- Managing working groups and task groups.

We recommend that CNM have a minimum of 18 members, with substantial, meaningful demographic diversity among them. Members will engage in discernment about the full range of CNM activities, so we consider it

necessary that these Friends take interest in the broad range of CNM concerns and understand how these concerns interconnect. We also recommend that those Friends who wish to participate in some CNM projects but have limited time available for committee work be invited into short-term service on working groups. The CNM will appoint short-term and long-term working groups and ad hoc task groups as needed to meet its objectives. Members of these working groups are appointed by the CNM and may include invited members who are not Central Committee representatives.

16.3. Useful Definitions

Programs: represent enduring FGC concerns and commitments. CNM may plan and offer programs over the course of years and even decades.

Projects: represent more narrowly defined, short-term FGC commitments.

Working Group: a dedicated, focused group assigned to plan and implement FGC programs and projects. Short-term working groups usually complete their work within a few months or a year (e.g., for workshops, retreats, consultations); long-term working groups care for ongoing programs or projects.

Task Group: a dedicated, focused group assigned to explore a proposal and provide the basis for discernment regarding implementation. Such groups usually undertake work that will require several hours and complete their work within days or weeks of their formation.

17. Communications Policy and Infrastructure Committee (CPI)

The Communications Policy and Infrastructure Committee serves Friends General Conference by developing and holding a strong communications vision for FGC that serves all of our various constituencies by making our programs, projects, services, and events clear, visible, accessible, and invitational. Documentation related to this vision is to be available from members of CPI and the communications staff.

CPI helps to develop and recommend tools and policies that support and empower staff and volunteers to make programs, projects, services, and events clear, visible, accessible, and invitational. CPI also helps conceptualize and support the development of services, such as the Quaker Cloud, that help the yearly meetings and monthly meetings we serve communicate with and empower members, attenders, and newcomers. To further clarify, the members of CPI create and maintain a vision, frameworks, and tools so that others may effectively communicate and the mission of FGC can be fulfilled. They do not themselves engage indirect communications work (writing press releases, stories, blog entries, event descriptions, etc.) unless they choose to do so as members of a communications working group or as a volunteer working under the direction of staff or a committee.

17.1. Responsibilities

- Conduct itself in ways that are faithful to the basic testimonies of integrity, equality, and good stewardship.
- Create and/or maintain a strong vision for communications infrastructure that is constituency-focused and is understood across the organization by Central Committee members, staff, and volunteers alike.
- Develop communications policies that provide effective guidance for staff, Central Committee members, and other volunteers. Recommend these policies for adoption by Executive and/or Central Committee.
- Support the General Secretary in seeing the communications vision implemented by staff, volunteers, and vendors.
- Advise the General Secretary on communications projects and/or tasks as requested.
- (optional) Serve as volunteers to execute tasks and projects related to communications at FGC.

17.2. Membership

CPI consists of the clerk and 2–4 additional members (preferably all with communications experience), to be recommended by Nominating Committee in consultation with the Presiding Clerk and the General Secretary for approval by Central Committee. The General Secretary serves *ex officio* and can act as the convener in the absence of the clerk.

Since CPI serves the organization as a whole, its members will need to be highly consultative with other committees and staff.

17.3. General Information

- Policy recommendations from the General Secretary, which if left unaddressed might have negative legal implications for the organization, can be given provisional status if the clerk of CPI or the

Presiding Clerk agrees to the need. The General Secretary can then implement the policy until it can be reviewed and amended through the proper governance channels.

- CPI is distinct from the Publications & Distribution Committee: P&D is concerned with QuakerBooks of FGC and with publishing long-format works such as pamphlets and books, either print or digital; CPI is concerned with short-format information sharing and branding related to overall mission, programs, projects, and events. Typical CPI formats include event mailings, brochures, web sites, and web postings.

18. Development Committee

The purpose of the Development Committee is to help Friends General Conference serve Friends by developing the financial resources necessary to implement its vision, programs, and services.

18.1. Committee Responsibilities

The Development Committee serves to:

- Guide the operations and growth of the FGC Development Program.
- Support the Development staff in doing their work.
- Work with committees developing FGC programs and the Finance Committee to help identify and articulate the funding needs and opportunities of FGC's program goals and objectives.
- Anticipate (with the Finance Committee) FGC's long-term funding needs so that the organization can plan ahead to meet them.
- Encourage members of Central Committee and others to understand and to become involved in FGC development work.
- Hold a special care for FGC overall, since Development funds the whole organization.
- Be an advocate for FGC's thinking far ahead for FGC. Development is sometimes called Advancement because it helps develop a sense of where an organization is going in accord with its vision, mission, and ability to raise funds.
- Bring listening, caring, and ministry to the meetings we visit.
- Provide oversight for the Stewardship Services Program, which is under the Development Committee's care.

The Development staff is responsible for preparing an annual estimate of the contribution income from all sources as part of the budget process. Development Committee reviews this estimate and forwards it to the Finance Committee to become part of the budget submitted to Central Committee for approval.

Given the importance to development work of having a clear organizational vision, goals, and long-term plans, the Development Committee has a strong interest in encouraging and supporting organization-wide efforts to discern corporate leadings and future plans. We ask that those plans include detailed timelines and costs to implement the vision.

18.2. Membership

The Development Committee is composed of at least ten members appointed by Central Committee upon recommendation of the Nominating Committee. It is most helpful if these members bring:

- Experience in fundraising and development for nonprofit organizations. This is an important asset but not a prerequisite
- An understanding of the necessity for good relationships with FGC donors and all of FGC's constituents
- Caring and concern for FGC overall and for the vitality of the Religious Society of Friends

- An ability and willingness to travel to four committee meetings per year and to help with funding those travel expenses, when possible.

Additional members of the committee are the Associate Secretary for Development, the Director of Stewardship Services, the Development Manager, and the Development Associate; the Presiding Clerk and the General Secretary are ex officio members.

18.3. Member Responsibilities

- Participating fully in the scheduled committee meetings and the work to carry out the responsibilities of the committee. This may include working on projects or attending other committees' meetings.
- Bringing forward to staff the names of potential donors—individuals, meetings, funds, or foundations—particularly within their own yearly meetings.
- Participating fully at Central Committee's annual meeting.
- Making regular financial contributions to FGC.
- Volunteering to help with the FGC Phonathon held each year during the Annual Gathering.
- Assisting, as needed, with donor relationships and solicitations as led and assisted by Development staff.
- Promoting the good work of FGC's programs and services, as well as- the important role of the development program.
- Providing personal support and encouragement to the Development Program staff.

18.4. Meetings

The Development Committee meets four times per year, including at Central Committee. Two of the committee meetings are held with visits to monthly meetings throughout North America. One meeting each year includes meeting jointly with the Finance committee to consider issues of mutual planning and concern.

19. Finance Committee

Finance Committee is concerned with the budget, finances, investments, and fiscal health of Friends General Conference. It works with staff and the Treasurer to monitor income and expenses for the organization. The Committee recommends fiscal policy to Central Committee, Executive Committee, and the Treasurer.

19.1. Committee Responsibilities

- With the assistance of the General Secretary and the Fiscal and Property Manager, Finance Committee prepares the annual budget for the organization based on committee requests and income projections developed in consultation with the Development Committee. The preparation of a recommended annual budget for FGC is throughout a consultative and collaborative process between Finance Committee and the other committees of FGC with final approval by the Central Committee.
- The Committee, working with the Treasurer, is responsible for managing FGC's financial assets, including monitoring and overseeing the work of professional managers retained to manage FGC's investments. The Committee makes decisions regarding matters of financial policy, including the policies that guide the investment of reserves, restricted and unrestricted funds, and permanent and Limited Term Endowments (LTEs). See [Appendix B](#) for definitions of LTEs and policies governing LTEs.
- Finance Committee arranges for, receives, and reviews the annual audit on behalf of FGC and forwards the audit with recommendation to Executive or Central Committee.
- Finance Committee communicates with all other committees and may designate a member to meet with the Development Committee. Finance Committee names one of its members to serve on the Personnel Committee.
- Finance Committee regularly reviews the performance of FGC's invested assets and provides guidance to the Treasurer and staff on investment policy and questions as appropriate.
- The Finance Committee receives regular reports from the Treasurer and advises him/her on financial matters as appropriate.

19.2. Membership

The Finance Committee is composed of a clerk, assistant clerk, the Presiding Clerk, and at least six additional Central Committee members, all of whom are recommended to Central Committee for approval by the Nominating Committee. These persons should be accustomed to using and interpreting financial reports. In addition, the Treasurer, Assistant Treasurer, General Secretary, and Fiscal and Property Manager are ex officio members.

19.3. General Information

- The FGC fiscal year runs from 10/1 to 9/30.
- Finance Committee regularly meets at the time and place of the winter and spring Executive Committee meetings and for a Saturday at the FGC Office in June and September. Additional meetings may be called if necessary. Much work is done by email, correspondence, and phone calls.

19.4. Financial Policy Manual

Finance Committee maintains and regularly updates a Guide to Financial Policy, Procedure and Practice, with detailed guidance for the many aspects of its work. [Copies of the Guide may be requested through the Fiscal and Property Manager.]

19.5. Yearly Budget Building Process

The general outline for the yearly budget building process is given here. Details are included in the Financial Policy Guide.

- Budget worksheets, including current budget, recent expenditures, and forms for the upcoming year's request, are prepared by staff in accordance with Finance Committee guidelines for each committee with a separate budget line. These are sent to committee clerks in sufficient time for the committees to consider during their spring meetings.
- Committee budget requests are submitted to the staff by mid-April so they can be compiled into a preliminary budget for Finance Committee to consider at their spring meeting. To assist with long-term planning, preliminary budget information is requested for the following two years as well as the coming year.
- Finance Committee considers the committee requests and the income projections provided by Development Committee and staff. It may ask staff to work with committee clerks to adjust budgets as needed to help bring the budget into balance.
- At its June meeting, Finance Committee continues its consideration of budget requests and income projections.
- The budget, as it is to be presented to Central Committee for adoption, is approved by Finance Committee at its September meeting. By this time in the fiscal year, the Committee will be able to incorporate more information based on the current year's income and expenses into its recommendation.
- The proposed budget for the upcoming year is provided to all members of Central Committee for consideration. Approval of the budget is asked for following its second reading during Central Committee sessions.
- Finance Committee regularly reviews the performance of FGC's invested assets and provides guidance to the Treasurer and staff on investment policy and questions as appropriate.
- The Finance Committee receives regular reports from the Treasurer and advises him/her on financial matters as appropriate.

20. Institutional Assessment Implementation Committee

[Placeholder until the committee develops a full description]

IAWG requests that the Institutional Assessment Implementation Group be approved as a standing committee, with intention to evaluate the work of the committee after ten years. All members of the committee will be nominated through regular Nominating Committee process, with a commitment to maintaining significant membership of people of color, as well as diversity of age, gender, and geography. The Organizational Guide should be updated to reflect this, as we recognize that individual memory is limited. As a standing committee, the Implementation Group will be included in the budget for committee travel separately and be represented on Executive Committee. We recognize that although FGC’s anti-racism work will be held by this group, everyone in our organization needs to be invested and involved and willing to challenge ourselves in this area. We have committed to the query “How does this support our work of becoming an actively anti-racist organization?” as a guide for all of our work.

21. Long Range Conference Planning Committee (LRCP)

The Long Range Conference Planning Committee (LRCP) has care of conferences sponsored by Friends General Conference. LRCP responsibilities include, among other things, site selection, establishing planning committees, and nominating Gathering co-Clerks.

21.1. General Committee Responsibilities

LRCP focuses primarily on the Annual Gathering of Friends (“Gathering”), which has three main purposes:

- to help Friends know and deepen their relationship with Spirit and with each other,
- to strengthen their identification as Friends among other Friends, and
- to testify to the continued presence of Friends as a vital and unique faith community.

21.2. Membership

LRCP includes:

- Appointees to FGC’s Central Committee, after discernment by the appointee and the LRCP clerks,
- Co-opted members, and members invited for their special skills or expertise,
- Representatives appointed by the Young Friends and Adult Young Friends business meetings, generally invited to serve 3-year terms on LRCP and to receive appropriate orientation and training, and
- Co-clerks for each Gathering Committee, selected by a special nominating committee chosen by the clerks of LRCP and the host community. The nominated Gathering co-clerks are approved by LRCP, then reported to the next session of the FGC Executive Committee. Such clerks are co-opted to Central Committee and Executive Committee for a term that begins with the approval of the clerkship and ends at the rise of the next Central Committee sessions after the Gathering for which they were appointed.

21.3. Member Responsibilities

- Serve on an LRCP subcommittee.
- Serve on at least one Gathering Committee during a 3-year term.
- Offer help to the Gathering Committee during the Gathering.

21.4. Specific LRCP Responsibilities

- Make policy and set up procedures concerned with the logistics of the annual Gathering and community life during the Gathering.
- Select sites for the annual Gathering as far in advance as possible, with approval from Central Committee or the Executive Committee before the final commitment is made.
- Appoint co-Clerks for each Gathering Committee.
- Support the Gathering Committee in planning programs informed by the priorities identified by Friends General Conference.
- Cooperate with the staff and Finance Committee in preparing the LRCP/Gathering portion of FGC’s budget; LRCP approves amounts for leadership credits, scholarships, and work grants.

- Conduct an evaluation of the Gathering to be responsive to the needs of Friends and to discern long-term trends affecting Gathering attendance.

21.5. Specific Duties of LRCP Clerks

- Name members and convene the Harassment Investigation Committee.
- Name members and convene the Pre-Gathering Care Committee.
- Work with hosting community to name a Gathering Co-Clerks nominating committee.
- Act as – or delegate – a point person for pastoral care at the Gathering.
- Orient the new LRCP members.
- Serve as a member of the Executive Committee.

21.6. Gathering Committee Responsibilities

- A new Gathering Committee plans the day-to-day program for each Gathering.
- The appointed Gathering Committee co-clerks recruit additional members of the Gathering Committee from the specific hosting community and from among the larger community of Friends familiar with the Gathering. Young Friends' and Adult Young Friends' business meetings may appoint Gathering Committee members as well. Membership on the Gathering Committee will not automatically confer membership on LRCP.
- The Gathering Committee meets in full in the spring (14-15 months before the Gathering), and in the fall (9-10 months before the Gathering). Gathering co-clerks, subcommittee clerks, and staff meet in early December (8 months before the Gathering). In the spring immediately before the Gathering, staff, co-clerks, and key committee members tour the Gathering site. The Gathering committee also meets daily during the Gathering.
- Usually, at least two Gathering committees are active at the same time.

21.7. Additional LRCP Information

- LRCP meets during Central Committee sessions in the fall, for a long weekend in the winter or spring, and at the call of the clerk. Except for emergency or time-urgent matters, LRCP does not meet during the Gathering. Subcommittees of LRCP meet during the regular committee meetings, and by electronic means as needed throughout the year.
- LRCP subcommittees include Adult Young Friends, Advance Speakers, Evaluations, High School, Junior Gathering, Site Selection, First-time Attenders, Scholarships and Work grants, and Publicity and Promotion. These subcommittees lend continuity, experience, and a broader perspective to the Gathering planning process.
- LRCP members may attend daily Gathering Committee meetings during each Gathering.
- LRCP and the Gathering committees work closely with the staff, especially the Conference Coordinator and the Gathering Youth Coordinator.
- The Conference Coordinator works with LRCP to keep an LRCP Policy Manual up to date to spell out policies and procedures; it is reviewed regularly by the LRCP clerk. Copies may be requested from the Conference Coordinator.

22. Naming Committee

The Naming Committee recommends the appointment of Nominating Committee members and the Nominating Committee Clerk and Assistant Clerk for approval by Central and/or Executive Committees. If all vacancies are not filled during Central Committee sessions, or if vacancies occur during the year, names may be brought to an Executive Committee meeting for approval.

22.1. Membership

The Naming Committee is composed of a minimum of 2–4 members, each appointed for a 1- year term by the Presiding Clerk of FGC, after consultation with the clerks of Nominating and Advisory committees.

22.2. General Information

- The Naming Committee works throughout the year, especially at the Annual Gathering and other Quaker gatherings, in seeking Friends who have gifts of organization and calling out other Friends' gifts for service within Central Committee. Names of potential Nominating Committee members are brought forward for approval at Central Committee or Executive Committee.
- In discerning new members of Nominating Committee, the Naming Committee should seek to approximate the broad geographic, age, and other aspects of diversity within the FGC constituency.
- Prospective members may be currently serving on Central Committee or have recent experience with Central Committee and understand its work. If Friends have had no experience with FGC, they will need to be co-opted and advised that they then become Central Committee members as well as members of the Naming Committee.
- The documents developed by Nominating Committee that describe its work are given to prospective members so that they can fully understand the commitment needed.
- Each year, the Naming Committee gives the lists of Friends contacted that year to the Administrative Assistant to archive for future reference

23. Nominating Committee

The Nominating Committee of Friends General Conference discerns in the Spirit and recommends to Central or Executive Committee Friends to serve in positions of responsibility and on committees of Central Committee, for 3-year terms and a recommended limit of two consecutive terms, except where noted.

23.1. Appointments Include:

- Officers as described in the “Officers” section of this Guide.
- Executive Committee representatives (five members at large in 1-year terms, renewable up to 6 consecutive years).
- Clerks and assistant clerks for all committees and the recording clerk for Personnel Committee.
- Members (in addition to clerks) of most committees—the description of each committee specifies whether Nominating proposes appointments of all members or only the clerk and assistant clerk.
- Director of Friends Meeting House Fund, Inc.: Nine members (three each year) (limit four terms).
- Co-opted persons: (for 1-, 2-, or 3-year terms, depending on the circumstances of each appointment) with a recommended limit of 6 years.
- FGC Representatives to other organizations as noted in a later section of this Guide.
- Working groups or other names as requested by Central or Executive Committee.

23.2. Seasoning Process

- Prayerfully consider the needs of committees and offices of FGC in consultation with committee clerks, officers and staff.
- Prayerfully consider the diverse interests, experiences, gifts and leadings of Central Committee members and others throughout the Religious Society of Friends to meet the needs of FGC.
- Season possible candidates for positions/committees with the respective committee clerk before contacting the candidate.
- Collaborate with the Presiding Clerk and General Secretary about possible candidates for officers, clerks, and assistant clerks.
- Friends’ names are presented to Central Committee in the form of a draft roster at the beginning of Central Committee sessions. A final roster is presented at the end of Central Committee sessions for consideration as a consent agenda item.
- Friends’ names are presented to Executive Committee in an oral report.

23.3. Membership

Nominating Committee is composed of 10-12 members, including its clerks, who are appointed by Central or Executive Committee upon the recommendation of the Naming Committee.

23.4. General Information

Nominating Committee:

- Seeks to bring forward for appointment Friends for committee membership and other positions of responsibility who are of diverse race, gender identity, sexual orientation, age, ability and experience from a wide geographic distribution.

- Works with the Presiding Clerk to provide orientation for new committee clerks as appropriate.
- Meets face-to-face 2-3 times a year, with monthly video conferences between those meetings. Members may attend face-to-face meetings through video conferencing as needed.
- Maintains contacts with officers.
- Maintains contact with affiliated yearly and directly affiliated monthly meeting nominating committees to: (1) make them aware of the needs of FGC and the responsibilities of membership on Central Committee (2) learn the needs of affiliated meetings (3) communicate the needs of affiliated meetings to the rest of Central Committee as appropriate and (4) help FGC identify future leadership and persons with needed skills.
- Members serve as liaisons to committees of Central Committee in order to support the committees in their work and to better understand the needs of the committees as a help in discernment of candidates to serve on them.
- Assembles names and information on terms of service, personal histories, and personal skills gathered from each member.
- Informs new members about their responsibilities and helps them discern which committees they might serve on.

24. Personnel Committee

The Personnel Committee is responsible for personnel matters within Friends General Conference. It recommends personnel policies and practices to the Executive Committee, advises Executive Committee and Central Committee on personnel issues, and guides the implementation of FGC personnel policies. The Personnel Committee provides important support to the General Secretary, seeking also to minister to the individual serving in that role. At times the committee may be the best resource available to counsel the General Secretary because it possesses a unique commitment to confidentiality; knowledge of issues, individuals and FGC staff; and extensive familiarity with FGC and Friends. Such support may be accomplished in various ways, often impromptu.

24.1. Membership

The Personnel Committee consists of 9–10 members: a clerk, assistant Clerk, recording clerk (or a combined assistant /recording clerk); three additional members of Central Committee (preferably with personnel experience in labor and/or management); all of these members are recommended by Nominating Committee. It also includes a member of the Finance Committee to serve as a liaison between the two committees; the Treasurer, the Presiding Clerk of Central Committee, and the General Secretary. The rising Presiding Clerk may be an invited guest the year prior to commencing service as Presiding Clerk.

The clerk of Personnel Committee may invite representatives from other FGC committees as the agenda warrants. Any Friend with a concern about a personnel matter is encouraged to contact the Personnel Committee clerk for time to discuss that matter on the agenda.

24.2. Confidentiality

Personnel matters directly related to a staff member's employment, including salaries, performance reviews, probationary status, and other similar issues, are confidential to the General Secretary and the Personnel Committee.

Because many of the discussions of the Personnel Committee involve confidential matters, the participation of other Friends is limited.

24.3. Member Responsibilities and Typical Meeting Agendas:

- The Personnel Committee carries out its work by recommending changes in personnel policies to the Executive Committee for approval, monitoring the morale and performance of staff, and fine-tuning procedures to meet changing times and circumstances, as well as by supporting the General Secretary.
- At its Spring meeting, the Committee considers staff performance reviews and salary adjustments, reviews the next year's budget as it concerns staff, sets up the review process for the General Secretary, and deals with other business as necessary.
- The early Fall meeting is generally a review of the year's activities and preparation of items needing Central Committee review or approval.
- The Winter meeting generally focuses on policy development, long-term personnel issues, and job descriptions.

- Some concerns are initiated by the Personnel Committee and General Secretary; others are brought by staff or committees, and occasionally by individuals. The Personnel Committee consults with other committees or individuals as appropriate.
- Personnel Committee periodically submits revisions to the Manual of Personnel Policies and Procedures to the Executive Committee for approval and implements them when approved.
- The clerk of the Personnel Committee consults regularly with the General Secretary and the Presiding Clerk of Central Committee.
- Personnel Committee makes recommendations to the Executive Committee regarding the appointment and termination of the General Secretary. To recruit candidates and recommend an appointment to the position of General Secretary, the Personnel Committee will appoint a search committee consisting of the Assistant Presiding Clerk of Central Committee (convener), the Presiding Clerk of Central Committee, the clerk of Personnel Committee, the Treasurer (or the clerk of Finance Committee), one clerk of a committee primarily concerned with program, and one staff member. This search committee will report directly to Executive Committee. The search committee will approach likely candidates directly as well as soliciting generally within the Religious Society of Friends.

25. Property Committee

The basic operating principle of Friends General Conference as an owner of property is to provide a pleasant, safe, healthy, and comfortable work environment for staff and volunteers. The Property Committee endeavors to safeguard the office property entrusted to it by FGC supporters and committee members.

The committee provides guidance for administering the real estate owned by FGC, including management of income, expenses, matters relating to leasing office space to tenants, and short and long-term maintenance. Other matters are undertaken as needed.

25.1. Membership

The Property Committee consists of at least three members from Central Committee (one of whom shall act as clerk), the Fiscal and Property Manager, and up to two other staff members.

25.2. General Information

- The Property Committee meets twice a year, in September and in April, and at other times as needed. Meetings are held in the FGC offices.
- The Property Committee accepts the responsibility for guiding FGC’s representation on the Young-Smyth-Field Condominium Association Board and for ownership, occupancy, and management of the space owned by FGC on the second floor of the building at 1216 Arch Street in Philadelphia, PA.
- The Property Committee also carries a concern for the furniture, equipment, and other aspects of the physical facilities in the FGC offices.

26. Publications and Distribution Committee (P&D)

The Publications and Distribution Committee (P&D) has oversight of two FGC programs that foster spiritual growth. The Quaker Press program solicits and arranges for the publication of new Quaker-oriented digital and print publications. The other arm of P&D is Quaker Books, which sells a wide variety of carefully chosen books online, at the Gathering Store, through Yearly Meeting book tables, to monthly meeting libraries, and to individuals interested in using books to help deepen their faith and guide their practice.

26.1. Membership

Members of P&D Committee are self-selected from the membership of Central Committee, co-opted by Central Committee upon the recommendation of the Nominating Committee, or invited at the committee's discretion.

26.2. Publishing Responsibilities

Quaker Press of FGC and QuakerBridge Media are the two publishing programs that receive submission. The committee then discerns their value to FGC's overall direction.

- Quaker Press is the direct publishing vehicle for FGC materials and FGC bears the costs and receives the proceeds.
- QuakerBridge Media is a service for Friends who pay for having FGC publish their materials.

26.3. Publishing Process

- The committee and staff review submissions, relying on the experience of staff to recommend the final acceptance and if accepted to which program it is deemed appropriate.
- The committee reviews manuscripts brought by staff and makes recommendations, including but not limited to what other programs might be consulted, about what needs the publication addresses.
- The committee reviews reprints and revisions and considers, in consultation with other committees where appropriate, what existing items may need to be reprinted or revised before reprinting.
- The committee reviews with staff any changes in policy.
- Proposals for publications can come from another committee and usually do so, but may also originate with the Publications and Distribution Committee. An FGC committee that is considering a proposal or learns of a manuscript of interest can either refer the author(s) directly to the Publications and Distribution Committee or consider it first and send it to the committee with their recommendations. It is recommended that all proposals for publication come to the attention of the Publications Committee in their early stages. The Publications Manager will receive proposals and manuscripts and be the communications link with authors and committees during the development process.

26.4. Distribution: Bookstore Responsibilities

QuakerBooks of FGC is the distribution program, also serving as a bookstore that ensures our publications can be presented and sold. Staff in the bookstore are knowledgeable about Quaker writings and trends and can answer inquiries and suggest titles. In addition to FGC-published books the Bookstore distributes books published by Friends, many unavailable elsewhere, as well as books that support the action in faith that Friends have expected.

- The committee keeps abreast of the issues that come forward and acts as a sounding board when new policies seem warranted.
- The committee reviews reports about inventory and pricing and offers suggestions and approves changes.
- The committee assists with book tables at the Gathering.
- The committee helps produce the QuakerBooks catalog and gives input to staff about store content.

26.5. Financial Concerns of the Committee

- Reviews and analyzes expenses and income of the retail sales operation and the regular reports from staff.
- Develops and approves the committee budget in time for consideration by the Finance Committee and incorporation into the FGC budget.

26.6. General Information

- The P&D Committee meets at Central Committee and three other times during the year. Location is by decision of committee. If practical, at least one meeting a year is held outside of Philadelphia.
- The committee participates as a constituent member of Quakers United in Publications (QUIP).
- The committee also sets priorities in line with the FGC Long Term Plan.

27. Friends Meeting House Fund, Inc.

The Friends Meeting House Fund (FMHF) makes mortgage loans or grants to Friends meetings to purchase, construct, renovate, or expand their meeting houses.

Funds for loans are derived from the sale of mortgage pool notes representing funds loaned to FMHF by individuals, meetings (monthly, quarterly, and yearly), and other entities. At least ten percent of these funds are held in reserve for incremental redemption of notes; the balance is available for mortgage loans to meetings. Notes are secured for the investors by liens incorporated in the mortgage loans repayable to FMHF. Funds not currently committed to loans can be invested in GNMA certificates or other relatively liquid accounts backed by federal government guarantees where they are readily available for mortgage loans or redemption of mortgage pool notes.

Funds for grants are derived from tax-exempt contributions and other miscellaneous sources not associated with mortgage pool notes and mortgage loans.

The Friends Meeting House Fund began as an initiative of the FGC Advancement Committee in 1954. It was incorporated in 1959 as a legally autonomous, Pennsylvania not-for-profit corporation.

27.1. Membership

FMHF's directors are appointed by the FGC Central Committee for staggered terms of three years on recommendation by the FGC Nominating Committee. There shall be no more than ten or fewer than five directors, each of whom may serve for a maximum of twelve consecutive years.

27.2. Meetings

Ordinarily, the directors meet twice each year. Meetings are held at the FGC office in Philadelphia in November (the Annual Meeting) and in April or May. Additional meetings may be called.

At the Annual Meeting, the directors select the Clerk (President), Assistant Clerk (Vice President), Secretary, and Treasurer for FMHF from their membership for 1-year terms. In addition, the Directors designate one or more persons of the staff of FGC as Assistant Secretary/Treasurers.

27.3. Process

- FGC provides administrative services by contract. The FGC employees designated as Assistant Secretary/Treasurers are authorized to conduct FMHF's routine business. The difference of approximately 3% between the interest earned by mortgage loans and investments and the interest paid mortgage pool note holders produces funds to defray administrative expenses.
- Routine correspondence, receipt of applications, and all financial transactions are handled by an Assistant Secretary/Treasurer of the FMHF, Inc.
- An offering memorandum and subscription agreement are mailed to the prospective purchaser of a mortgage pool note. Upon a decision to purchase, the currently applicable securities regulations of the purchaser's state are investigated, and, if compliance is practical (laws vary widely for not-for-profit organizations), the subscription agreement is executed. Notes are sold in amounts of \$500 to \$50,000.

With most of FMHF's funds committed to loans, investment in notes must be considered for the long term. Usually redemption requests are honored in full; however, the terms of the notes permit redemption to be limited to as little as \$5,000 per year if FMHF finds it financially necessary.

- Typically mortgage loans are of 15 years duration with level debt service at an interest rate authorized by the FMHF directors. Each mortgage loan combined with any other loans secured by the same property can total no more than 75% of the value of the finished property. Each mortgage pool loan is secured by a mortgage written to ensure a viable lien.
- Mortgage loan applications are reviewed for approval by the FMHF Directors. Normally, one or two directors—or other designees—meet with members of the applicant meeting to review its future needs, resources, and plans. Such a review usually proves helpful to a meeting as it completes its planning, and is equally helpful to FMHF in ensuring that the directors are fully informed about the condition of the meeting and the nature of its project.
- When contributed funds are available, grants are approved by the directors for minor improvement projects requiring no more than several thousand dollars. Usually these are awarded to meetings with relatively modest resources.
- The Green Meeting House Fund has been set up to receive contributions from the FGC Bookstore, the FGC Annual Gathering of Friends, and other entities. Friends contribute to offset the carbon footprint of their travel or use of energy to distribute books. Grants from this fund are for “green” meetinghouse projects.
- To ensure that its available funds serve as many meetings as possible in a timely manner, FMHF asks each applicant meeting to seek financing from all other appropriate sources, and then to request the smallest mortgage loan or grant necessary to enable its project to go forward.

28. Relations with Other Groups

FGC maintains formal relations with a number of other Quaker organizations by naming representatives who participate in the work of these organizations and serve as links between FGC and the other group.

Names of representatives to the following organizations are recommended by the Nominating Committee and approved by Central Committee, or Executive Committee. These representatives are members of Central Committee. They report annually in writing to Central Committee and otherwise as appropriate.

- Friends Committee on National Legislation: up to three representatives are named to the FCNL General Committee, one each year to serve 3-year terms.
- Friends Journal Board: Six representatives are named, two each year, to serve 3-year terms on the Friends Journal Board.
- Friends Pension Plan Committee: Four members are named, one or two each year, to serve 3-year terms on the Committee. One of these appointees also serves on the FGC Personnel Committee.

Names of representatives to the following organizations are suggested to Nominating Committee by the appropriate committee. Nominating Committee then recommends representatives to Central Committee for its approval. These representatives report regularly to the recommending committee and to Central Committee as appropriate. These representatives are not members of Central Committee by virtue of their appointments, but may be invited members of the particular committee.

- Friends Committee on Scouting (through CIRC): Two representatives are named in different years to serve 3-year terms on this Committee.
- FUM Triennial Observers (through CIRC): Two representatives are named to serve as observers at each FUM Triennial.
- World Council of Churches (through CIRC): Two delegates are named to serve a 7- year term on the World Council of Churches.
- FWCC (through CIRC): Two observers are named to attend FWCC events as appropriate.

FGC seeks an awareness of the work and possible opportunities for working together on matters of common concern with a wide variety of other Quaker and like-minded organizations. It learns of these possible opportunities primarily through individual contacts of staff and Central Committee members with the people and work of these groups.

29. Affiliation Procedure

The Committee for Nurturing Ministries (CNM) provides information about affiliation and works with meetings, or groups of meetings, interested in pursuing affiliation with Friends General Conference. The Committee has prepared a series of documents on the Benefits of Affiliation, Affiliation by Yearly Meetings, and Direct Affiliation by Monthly Meetings. These papers provide more information about the affiliation process and may be obtained from the FGC office or accessed on-line through the FGC webpage.

29.1. Process

- The group of Friends interested in affiliation contacts the clerk of the FGC Committee for Nurturing Ministries to receive more information about the process and to make its intentions known.
- CNM, through its own members or other Friends knowledgeable about FGC, consults with the interested meeting or group of meetings about the suitability of affiliation for the group. Sometimes affiliation can be accomplished through association with a yearly meeting already part of FGC. A worship group needs to become recognized as a monthly meeting before directly affiliating with FGC. While FGC may assist with the process, monthly meeting status may be conferred only by another monthly meeting, a quarterly meeting, or a yearly meeting or association.
- If direct affiliation seems appropriate, the yearly meeting or association of meetings, or the individual monthly meeting, may be encouraged to submit a written request for affiliation. If the applying group is part of a non-member yearly meeting, it should be in communication with its yearly meeting early in the process about its interest in affiliating with FGC.
- Representatives from FGC will meet with the applicant group to be sure its members are united in their desire for affiliation and that the group feels able to send appointees and financial support to FGC and understands the expectations of membership within FGC.
- When CNM is satisfied with the application, the request for affiliation is brought to Central Committee for its consideration.
- Members of CNM remain in contact with each directly affiliated monthly meeting. They provide nurture and support to these meetings and receive periodic written reports, similar to a spiritual state of the meeting report, from each directly affiliated monthly meeting.

30. Procedures for Updating This Manual

The Organizational Guide Committee should initiate and guide an ongoing review and revision process, receiving, evaluating, and integrating proposed changes for Central or Executive Committee approval. Over the course of 5 years, the entire manual should be reviewed and updated. Committees are also encouraged to submit changes as needed so their purpose, function, and operational details are a clear, accurate description of the committee's concerns and work.

Any change in wording of an Organizational Guide section, except the operational details of the committees, needs Central or Executive Committee approval and is brought to Central or Executive Committee by the Organizational Guide Committee. The Organizational Guide Committee, in consultation with the Presiding Clerk, may request that minor changes be placed on a consent agenda.

The Organizational Guide Committee collaborates with committees as they consider changes to their description. The Organizational Guide Committee helps to develop wording that integrates a proposed change with other parts of the organization and improves clarity and consistency with the rest of the Organizational Guide. Final changes in a committee's operational details section must be approved by the full committee and given to the Organizational Guide Committee for inclusion in the next revision of the Organizational Guide.

Appendix A: By-Laws of Friends General Conference

ARTICLE I Membership:

1. Yearly Meetings, Monthly Meetings, and associations of meetings of the Religious Society of Friends shall become member organizations of the Friends General Conference (FGC) upon approval of the Central Committee.
2. Yearly Meetings, Monthly Meetings, and associations of meetings requesting membership shall be visited by a committee appointed by the Committee for Nurturing Ministries (CNM). CNM shall then submit its recommendation to the Central Committee for action.
3. Any member organization of Friends General Conference may withdraw by presenting a written notice to the Central Committee.

ARTICLE II Central Committee:

1. The governing body of FGC is the Central Committee.
2. FGC's member organizations shall appoint representatives to the Central Committee. The size of the Central Committee and the number of appointees from each member organization shall be established from time to time by the Central Committee. Representation from each member organization shall be roughly proportional to the number of persons belonging to each member organization. In addition, the Central Committee may co-opt additional individuals to serve on Central Committee.
3. Appointments to the Central Committee shall be for a three-year term renewable for a second term. All terms shall begin and end with the annual meeting of the Central Committee.
4. Central Committee shall establish such standing committees as are needed for the work of the organization.
5. Central Committee shall establish provisions regarding appointments of officers, clerks and members of standing committees, directors of the Friends Meeting House Fund, Inc., and other positions as needed.
6. The Central Committee must meet once a year and approves the annual budget.

ARTICLE III Officers:

1. The officers of FGC shall be the Presiding Clerk, Assistant Presiding Clerk, Recording Clerk, Assistant Recording Clerk, Treasurer, and Assistant Treasurer.
2. The officers shall be appointed for three-year terms, renewable for a second term. The Assistant Presiding Clerk may be appointed for a shorter term.
3. The officers may, with specific approval by the Central Committee, be co-opted members of the Central Committee.

ARTICLE IV Executive Committee:

1. The Executive Committee shall include the officers, clerks of standing committees or their designees, a representative from each affiliated yearly meeting or association, from each directly affiliated monthly meeting, five members-at-large, and such other members as Central Committee shall designate.
2. Yearly meeting representatives to Executive Committee and members-at-large shall be appointed for one-year terms, renewable for a total of six consecutive terms.
3. The Executive Committee shall meet at least two times per year.
4. The Executive Committee acts on behalf of the Central Committee between meetings of the Central Committee.
5. The Executive Committee, on recommendation of the Personnel Committee, decides on salary ranges and personnel policy and appoints the General Secretary.

ARTICLE V Friends Meeting House Fund, Inc.:

The Friends Meeting House Fund, Inc. (FMHF) is an independently organized Pennsylvania nonprofit corporation operating under the aegis of Friends General Conference. Its purpose is to make mortgage loans or grants to Friends meetings for meeting house acquisition, construction, or renovation. Its funds are loaned or donated for that purpose. Its day-to-day business is conducted by the staff of FGC as officers of the FMHF. Its directors are appointed by the FGC Central Committee in accordance with the FMHF by-laws.

ARTICLE VI Staff:

1. The employed staff of FGC assist officers and committees to carry out the goals and objectives of FGC.
2. The Executive Committee is responsible for approving the hiring and dismissal of the General Secretary.
3. The General Secretary is responsible for the hiring and dismissal of all other staff.
4. Should the General Secretary be absent or otherwise incapacitated, or should the position of General Secretary be vacant, the Presiding Clerk of Central Committee may sign contracts on behalf of Friends General Conference.

ARTICLE VII Indemnification of Committee Members:

All members of the Central Committee and any other committee of FGC shall be entitled to the full benefit of the indemnification provision of the Pennsylvania Nonprofit Corporation Law of 1988, including, but not limited to, sections 5741 and 5742 of 15 Pa C.S.A.

ARTICLE VIII Amendments:

Those members of Central Committee present at any regular or special meeting may alter, suspend, or repeal these by-laws, except as limited by law or by the Articles of Incorporation, provided that notice of the proposed action shall be given with the notice of the meeting at which action is taken.

Appendix B: Guidelines and Definitions on Limited Term Endowments

1. Introduction

1.1 Purpose of Guidelines

These guidelines are intended to codify good practice and accepted procedures for the handling of limited-term endowment funds contributed to Friends General Conference. They are also to be used as guidelines for handling all amounts that continue to be treated as limited-term endowment after their time restriction has expired.

1.2 Changes to Guidelines

Changes to these guidelines may be made by Central Committee after review by the Executive Committee. All changes should be preceded by considered reviews by the appropriate committees and officers. These reviews must include discussion, input and agreement from the Development Committee, the Finance Committee, and the Investment Management Oversight Committee. The intent is to have guidelines that always have the support of all persons and groups concerned with financial affairs, fundraising procedures, and Friends General Conference policies in general.

1.3 Terminology

Endowment gifts require perpetual preservation of the principal. Limited-term endowment gifts require preservation of the principal for a limited time period specified at the time the gift is made. At the conclusion of this period the principal becomes available for use for any activity of Friends General Conference.

There are two kinds of conditions placed on limited-term endowment funds. A term limit defines the period during which the principal must be preserved. A use limit is a condition that limits the expenditure of the income to certain purposes.

Limited-term endowment funds are called LTE funds to avoid confusing them with existing Friends General Conference funds. The Undesignated LTE Fund holds all limited-term endowments that have no use limits. Designated LTE funds may be created to hold limited-term endowment funds that have use limits.

Note that Friends General Conference already has two types of designated funds. Reserve funds allow money to accumulate for large expenditures or for capital improvements (e.g., mortgage payment reserve, capital maintenance reserve, equipment purchase reserve, copier reserve). Other funds are donated for specific purposes and are called restricted funds until they are expended for their designated purpose (e.g., IYM Field Secretary, IYM Released Friend, WCC Program to Overcome Violence, Hymnal Fund, travel funds, funds for specific publications). Each restricted fund is created as the need arises and the fund is discontinued when the restricted contributions are completely expended.

2. LTE Funds

2.1 Undesignated LTE Fund

The Undesignated LTE Fund holds all limited-term endowment gifts that may be used for any Friends General Conference program or activity (i.e., those that have no use limits).

2.2 Designated LTE Funds

Upon recommendation of the Executive Committee, the Central Committee may from time to time approve the creation of designated LTE funds to hold limited-term endowment gifts with use limits. Each such fund should have a broad enough purpose so that Friends General Conference can insure that appropriate program activities serving the fund's purpose will continue for a reasonable time.

The purposes of any designated LTE fund shall be described in the most general language possible. Each fund shall have a short description or name that gives a meaningful indication of its purpose.

Programs and committees change quickly and use of the income from limited-term endowment funds may be restricted for as much as 15 years. It is therefore unwise to create a designated LTE fund that is restricted to a specific existing program or a currently existing committee. Similarly it is unwise to create a fund for one particular gift. It is expected that the number of designated LTE funds will be kept small so that accounting is reasonably simple and reports are easy to understand. When considering the creation of a new designated LTE fund, the individuals and groups involved should include this section in any distributed materials so that people are reminded of these guidelines.

2.3 Laying Down Designated LTE Funds

A designated LTE fund is not expected to continue indefinitely. If the income from a designated LTE fund is a substantial portion of the total budget for activities supportable by its income, then serious consideration should be given to closing the fund to additional contributions. Similarly, if all monies in a designated LTE fund become available for general use because their use limit has expired, then discussion should be initiated as to the advisability of continuing the specific fund.

A review of the viability and appropriateness of all designated LTE funds must be performed yearly by the Finance Committee in consultation with the Development Committee. Proposals to close or lay down a designated LTE fund must receive Central Committee approval.

3. Soliciting Limited-term Endowment Gifts

3.1 General

Solicitation of limited-term endowment gifts shall be under the direction of the Development Committee. The Development Committee shall prepare appropriate brochures to be used when soliciting these gifts. Because of the complexities involved in these gifts any such brochure shall be reviewed by Executive and Finance Committees. Appropriate legal and investment advice shall also be obtained.

3.2 Bequests

The Development Committee shall create appropriate suggested bequest language so that individuals writing wills may easily make appropriate and acceptable bequests of limited-term endowments to Friends General Conference. The Development Committee is also charged with making this wording generally available and accessible to persons thinking about making bequests to Friends General Conference. Appropriate legal advice shall be obtained when creating any suggested bequest language.

The Executive and Development Committees are encouraged to develop procedures for pre-approval of large contemplated bequests that have use limits (see section 4.4 below).

4. Accepting Limited-term Endowment Gifts

4.1 Requirements

Friends General Conference will accept limited-term endowments when the time limit for preservation of principal is 15 years or less. Gifts that require preservation of the principal for longer periods will not be accepted. Gifts of perpetual endowment funds will not be accepted. The intent is to allow donors to place reasonable restrictions on the use of funds while also allowing Friends General Conference to be a Spirit led organization, responding to new leadings and new needs without being unduly constrained by past gifts.

4.2 LTE Gifts without Use Restrictions

Some donors may place no restrictions on the use of their limited-term endowment gifts. Such gifts will always be accepted. These gifts will be placed in the Undesignated LTE Fund.

4.3 Modest Size LTE Gifts with Use Restrictions

Limited-term endowment gifts of \$50,000 or less that are donor restricted for existing LTE funds will be accepted using the normal procedures for accepting gifts to Friends General Conference.

4.4 Large LTE Gifts with Use Restrictions

Any proposed large restricted gift (>\$50,000) that would be for a restricted LTE fund shall be reviewed by the Finance Committee and a recommendation taken to the Executive Committee for approval before being accepted. This review should address the question of the overall balance of funding for the various Friends General Conference activities. Large gifts that are likely to seriously distort Friends General Conference's program should not be accepted.

The Executive Committee is encouraged to develop procedures to enable these reviews to be done quickly, such as solicitation of written comments, conference telephone calls, etc.

Appendix C: Earlier Statements of Purpose

1984 Statement

Friends General Conference of the Religious Society of Friends affirms our roots in the rich Judeo-Christian tradition which continues as a source of joy and hope today. We respond to an element of universal spiritual experience—God, the Light within, the Seed, That of God— which is available to everyone who will seek or listen for it. As we learn to listen, we allow this spirit to inform and transform all areas of our lives. Our spiritual growth is reflected in our living concern and ministry to the spiritual and physical needs of others. We seek to make our daily lives witness to the continuing revelation of truth. Our community worship is based on expectant waiting for the leading of the spirit by which our individual quests may be supported and enhanced. Group decisions in our meetings for business are thus based on striving to know the will of God, allowing an openness to hear truths and diverse views for clearer decision making. We draw on and are renewed by loving fellowship and leadings in our meeting communities.

In the world today with its threat of nuclear annihilation, reliance on force, expediency, self-interest and conformity, we find these beliefs and practices an inspiration to ourselves and others. We find energy and challenge in the Religious Society of Friends' history of worship, social service, reform, peace efforts, insistence that means are as important as ends, that small steps are better than none, and that spiritual growth is primary to enduring and constructive social change. Diverse as our paths are, we have a strong belief that there is an essential unity which is revealed by encouraging each of us to follow the Light given us.

1969 Statement

Our contemporary search is for a prophetic faith above theological systems. We have outlived the antithesis between orthodoxy and liberalism. Much of our Quaker heritage is now accepted and shared by other churches. We are longing for a new fulfillment of the Christian idea. Our readiness to submit our-selves to God's command, and the vision of Christ for the Kingdom will renew our mystical devotion. In worship we seek oneness with the Spirit and a sense of eternity in time.

This urge to embrace a universal faith gives us a new perspective for judging fearlessly our society - its commercialism, its racism, its militarism, and its institutionalism - and for bringing about creative change. We must realize that the Church at large has not produced an independent Christian culture. We are not only part of society - we are too often its servant. The seekers of our time want a deeper fellowship, sharing a prophetic vision of things to come.

Friends represent a faith that is open to new insights and experiences. Such a liberating faith calls for commitment, not for neutrality. The liberated person is free to invite seekers to give, to listen, and to cooperate. We are free to transcend the bounds of creeds, but we do so in order to gain a broader faith and richer vision, even a more urgent commitment.

1995 Minute of Purpose

At its meetings Tenth Month 19 to 22, 1995, FGC Central Committee gave final approval to the following Minute of Purpose:

Friends General Conference is a Quaker organization in the unprogrammed tradition of the Religious Society of Friends which primarily serves affiliated yearly and monthly meetings. It is our experience that:

- Faith is based on direct experience of God.
- Our lives witness this experience individually and corporately.
- By answering that of God in everyone, we build and sustain inclusive community.

Friends General Conference provides resources and opportunities that educate and invite members and attenders to experience, individually and corporately, God's living presence, and to discern and follow God's leadings. Friends General Conference reaches out to seekers and to other religious bodies inside and outside the wider Religious Society of Friends.

In order to implement this Minute of Purpose, Central Committee also approved a statement of "Major Goals" to guide decisions about our work during the succeeding five years.

God willing, in the next five years, Friends General Conference will:

- Provide, and help its affiliated yearly and monthly meetings to offer, opportunities for worship and spiritual nurture to people ranging from the most seasoned Friends to the newest seekers.
- Nurture monthly meetings and worship groups, particularly those that feel small and isolated, or are in areas where little support is available.
- Build and sustain an extended, loving community of Friends, a community which embraces and respects great diversity but which is nevertheless based on the experience of unity in God's spirit.
- Articulate, communicate and model core experiences, values and principles of Friends, such as the direct experience of God, the miracle of the gathered meeting, the meeting for worship for business, the balancing of individual leadings and corporate discernment, and the call to live and witness to our faith.

The programs and services of Friends General Conference will change somewhat each year as we are led by the Spirit, and as the needs of the meetings and Friends we serve undergo change, but these major goals will remain to guide our decisions until Central Committee is clear to change them. In 2003 the Minute of Purpose and Major Goals were reaffirmed as the basis for a second Long Term Plan, which began in 2004.

Appendix D: Guidelines for Committee Clerks and Staff on Record Retention and Archiving

The Friends Historical Library at Swarthmore College maintains the Friends General Conference archive. The FGC staff Archivist is responsible for collecting FGC records and conveying them to the FHL. The FHL record retention schedule below gives general guidance as to which documents should be saved for a period of years, and which should be permanently archived.

Not all records should be saved. Among those that can be discarded when they are no longer in use are informal committee correspondence and e-mails, draft versions of minutes and committee reports, and reports and newsletters from outside organizations. These and similar records of transient importance do not belong in the FGC archive.

Not everything worth saving should be in the public archives. Clerks and staff should maintain a separate file of important personal or confidential correspondence and reports. These materials will be archived separately to protect privacy and confidentiality. This file should be clearly labeled “Confidential” before being sent to the FGC archivist. NOTE: Try not to mix official and confidential business in the same letter. Write official letters with the idea in mind that they may be read by strangers. Anything you do not want read by strangers belongs in the confidential file.

Committee clerks should routinely provide the FGC Archivist with copies of committee minutes, and all attachments. In addition, clerks should plan to archive: committee reports, committee rosters, formal committee correspondence (including e-mails) dealing with substantive or policy issues, planning and policy documents, records of sponsored events, committee generated newsletters and publications, press releases and press clippings, photos (labeled and dated), and any other records that would help a researcher understand the history and accomplishments of FGC.

Staff should save formal correspondence and reports, as well as a range of legal, financial, personnel and other records as described in the record retention schedule below. When a clerk or staff member is completing their term of service, they should organize these records and turn them over to the FGC archivist, who will deliver them to the Friends Historical Library.

The following statement was approved by the FGC Archives Working Group as a basic philosophical guideline:

A. Archives Are Important Because...

They record our accomplishments, and testify to what we thought was important enough to save. They are a message to the generations that come after us: This is what we said; this is what we did; this is what we believed. Most religions are bound together by sacred writings and creedal statements. Quakerism is bound together by stories. We learn from the lives of those who came before us. We teach by sharing our own lives and experiences with those who will come after. Archives are one of the tools we have for adding our stories to the common stream.

B. Records Schedule

Holding onto unnecessary records will quickly use up all available storage space. A formal records retention program should be carefully developed and endorsed by the Central Committee and take into consideration special circumstances, legal requirements, and other factors. The following retention periods are intended as general guidelines only. Unless otherwise indicated, only one copy is retained.

[Schedule table to be formatted and updated]

Appendix E: Ethical Standards Policy (aka “Whistleblower Policy”)

A. Advices

Friends General Conference (FGC) is committed to maintaining high ethical standards, and to open and honest communication in support of those standards.

We expect any FGC staff or committee member who witnesses or has evidence of improper or unethical conduct by any other staff person, officer, or committee member to challenge such conduct. In some cases, private discussion or a firm word of loving correction may be enough to clear up a misunderstanding or put an end to the misconduct and repair the damage done. If private conversation seems inadequate or inappropriate, reports of suspected wrongdoing may be made to a staff supervisor, the General Secretary of FGC, or the Clerk of the Central Committee, as appropriate. Reports of possible misconduct will be promptly and appropriately investigated, and remedial or disciplinary action taken as needed.

No one making such a report in good faith will be retaliated against or harassed in any way. Honest communication in support of high ethical standards upholds Friends testimonies.

B. Queries

For those who suspect wrongdoing:

- Is the evidence of wrongdoing clear-cut, or is the matter potentially a misunderstanding or a judgment call about which reasonable persons may differ?
- Would private intervention be appropriate, or should the possible wrongdoing be reported to someone with supervisory authority?
- Is the action you contemplate likely to lead to change for the better? Is there someone you can confer with in making this decision?
- In taking this action, are you sure that you are motivated solely by a desire to serve as a witness to truth?

For those receiving reports of wrongdoing:

- Do you affirm the responsibility of every staff and committee member to report suspected wrongdoing, in order to support high ethical standards?
- After investigation, is the evidence of wrongdoing clear, complete and unambiguous?
- How can the situation best be remedied?

Appendix F: Conflict of Interest Policy

A. Policy

All staff, officers and Central Committee members of Friends General Conference (FGC) are expected to act in the best interests of FGC and to avoid participating in decisions or accepting assignments that might pose a conflict of interest.

B. Advices

- Staff, officers, and Central Committee members should recuse themselves from any financial or administrative decision or activity involving an actual or potential conflict of interest, which is to say any decision that might directly benefit them, their relatives, or an entity with which they are closely associated.
- Staff, officers and Central Committee members should not supervise or have authority over someone who is a relative. If such a situation comes about as a result of a new assignment or a new hire or a new relationship, one or the other of the parties involved is expected to remove themselves from the position causing the conflict. Preference in deciding upon proper remedial action will be given to an employee over a committee member, and to a more senior employee over a more junior one.

C. Queries

- Am I putting the interests of FGC ahead of my personal interest in accepting an assignment or performing my duties on behalf of FGC?
- Am I free of any personal connections or considerations that might color my views on the matter at hand?
- Am I fully aware of the need to recuse myself from a decision or remove myself from a position that poses a potential conflict of interest?
- Even if I believe I am not involved in a conflict of interest, would the appearance of a conflict be detrimental to the interests of FGC?
- Have I considered the use of a clearness process to determine the presence of a conflict?

D. Directives

The General Secretary and the Central Committee Presiding Clerk have the authority to decide what constitutes a conflict of interest in consultation with the personnel committee if needed.

The General Secretary, with review and approval by the Personnel Committee, may make exceptions to the recommendations in the two advices.

Friendly Shorthand

(Quaker Acronyms as Heard Among Friends)

FGC = Friends General Conference a Quaker organization that seeks to nurture the spiritual vitality of the Religious Society of Friends by providing programs and services, among them the annual Gathering.

Yearly Meetings/Conferences/Fellowships

AFC = Alaska Friends Conference

BYM = Baltimore Yearly Meeting

CYM = Canadian Yearly Meeting

*GPYM = Great Plains Yearly Meeting

*IACON/IYM(C) = Iowa Yearly Meeting Conservative

ILYM = Illinois Yearly Meeting

IMYM = Intermountain Yearly Meeting

LEYM = Lake Erie Yearly Meeting

*NCYMC = North Carolina Yearly Meeting Conservative

NEYM = New England Yearly Meeting

*NPYM or NPACYM = North Pacific Yearly Meeting

NYM = Northern Yearly Meeting

NYYM = New York Yearly Meeting

OVYM = Ohio Valley Yearly Meeting

PHLYM = Philadelphia Yearly Meeting

PFF/PFYM = Piedmont Friends Fellowship/Piedmont Friends Yearly Meeting

PACYM = Pacific Yearly Meeting

SCYM = South Central Yearly Meeting

SEYM = Southeastern Yearly Meeting

SAYMA = Southern Appalachian Yearly Meeting & Association

**non-FGC affiliated yearly meetings*

Committees/Programs of FGC

CC = Central Committee

CDPP = Committee for Discerning, Planning, and Priorities (*Laid down 2019*)

CIRC = Christian & Interfaith Relations Committee

CPI = Communications Policy & Infrastructure

EXEC/EC = Executive Committee

LRCP = Long Range Conference Planning

NOM COMM. = Nominating Committee

P&D = Publications & Distribution

CNM = Committee for Nurturing Ministries

Some programs that are under the CNM:

YMVP = Central Committee Yearly Meeting Visitors Program

CE = Couple Enrichment Program
TMP = Traveling Ministries Program
QQ = Quaker Quest
Faith & Play = a First-day school curriculum
YMP = Youth Ministries Program
MRP = Ministry on Racism Program
NMP = New Meetings Project

WQOs (aka Wider Quaker Organizations)

AFSC = American Friends Service Committee
EFI = Evangelical Friends Church International
FCNL = Friends Committee on National Legislation
FCS = Friends Committee on Scouting
FLGBTQC = Friends for Lesbian, Gay, Bi-sexual, Transgender & Queer Concerns
FR.JNL. = Friends Journal – published by FPC
FPC = Friends Publishing Corporation
FUM = Friends United Meeting
FWCC = Friends World Committee for Consultation
QUIP = Quakers United in Publishing
QUNO = Quaker United Nations Office
QVS = Quaker Voluntary Service

Terms

AYF/YAF = Adult Young Friend or Young Adult Friend
L/G/B/T = Lesbian/Gay/Bi-sexual/Transgender
OAF = Older Adult Friend